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Approved For Release 2000/08/28 : CIA-RDP78-03091A000200020015-0

16 April 1968

MEMORANDUM FOR: [REDACTED]

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SUBJECT : Rationale in Support of the Agency's Retirement Policy

1. I am not yet satisfied that we have the kind of statement on rationale which we need to support retirement at age sixty, to which we generally subscribe. I believe that our rationale paper should answer at least the following questions. I also believe that if it answers these questions adequately, it should be good enough to support the policy. The questions are:

a. Why does CIA generally have to be young and expect and require its people to retire earlier than normally required by the Government in general and earlier than required by law for the systems in which we participate? (I think your statement and several others answer this question fairly well.)

b. Why is it that we adopt the same mandatory retirement age for the Civil Service System and for the CIA System? Why couldn't people who are serving under the Civil Service System serve longer than those under the CIA System? Since we do have two systems we must rationalize the establishment of an upper limit of age sixty for both.

c. Why don't we make exceptions to the general policy for individual career services or selected groups or occupational categories? Why is it that we feel ORR or Logistics personnel must retire at age sixty? Why don't we recognize printing and reproduction employees as a category, or chauffeurs or receptionists or some others?

2. I think the first two questions can be answered affirmatively. I suspect the third question may have to be answered by recognizing

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the varying degrees in which the policy applies and by concluding that it would be extremely difficult to administer a system with a long list of exceptions. I think you can also argue that the tempo of the Agency must be geared to a single pace and that the flexibility which we must attempt to maintain would have to be handled on an individual case basis.



L. K. White
Executive Director-Comptroller

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- a) Answers are provided in rational. ^{In sum,} To shorten career span means the opening of positions at all levels creating opportunities to recruit needed new blood and to operate an effective career development program.
- b) There is no essential difference between the need for an age 60 retirement policy for CIA employees in either retirement system. The reasons are identical. The CIA retirement system was established to provide for earlier retirement than 60 in recognition of the Agency's inability to use ^{very many} older persons in overseas activities & that they would not be positions for all of them to serve at Headquarters after their usefulness overseas was impaired.
- c) Exceptions could be made but the general tenor of the agency would suffer, the administrative problem would be horrendous and the moral effect undesirable.